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ABSTRACT

The general purpose of the occupational analysis is to provide workable, basic information dealing with the many and varied duties performed in the personnel manager occupation. The document opens with a brief introduction followed by a job description. The bulk of the document is presented in table form. Eighteen duties are broken down into a number of tasks and for each task a two-page table is presented, showing on the first page: tools, equipment, materials, objects acted upon; performance knowledge (related also to decisions, cues and errors); safety--hazard; and on the second page: science; math--number systems; and communications (performance modes, examples, and skills and concepts.) The duties relate to: recruiting people for jobs, selecting and recommending personnel for jobs; developing and administering an employee evaluation program; developing and administering a wage and salary plan; developing and administering an effective training program; representing the company in contract negotiations and community relations; keeping personnel records; promoting safety practices; providing effective media for communication; directing manpower planning and forecasting program; serving as administrator of medical services; advising employees on their personal and job problems; handling problems involving discipline; and administering employee benefit plans. (BP)

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Occupational Analysis

CE004188

PERSONNEL MANAGER

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Instructional Materials Laboratory
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5183

AN ANALYSIS OF THE PERSONAL MANAGING OCCUPATION

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FOREWORD

The occupational analysis project was conducted by The Instructional Materials Laboratory, Trade and Industrial Education, The Ohio State University in conjunction with the State Department of Education, Division of Vocational Education pursuant to a grant from the U.S. Office of Education.

The Occupational Analysis project was proposed and conducted to train vocational educators in the techniques of making a comprehensive occupational analysis. Instructors were selected from Agriculture, Business, Distributive, Home Economics, and Trade and Industrial Education to gain experience in developing analysis documents for sixty-one different occupations. Representatives from Business, Industry, Medicine, and Education were involved with the vocational instructors in conducting the analysis process.

The project was conducted in three phases. Phase one involved the planning and development of the project strategies. The analysis process was based on sound principles of learning and behavior. Phase two was the identification, selection and orientation of all participants. The training and workshop sessions constituted the third phase. Two-week workshops were held during which teams of vocational instructors conducted an analysis of the occupations in which they had employment experience. The instructors were assisted by both occupational consultants and subject matter specialists.

The project resulted in producing one hundred two trained vocational instructors capable of condulting and assisting in a comprehensive analysis of various occupations. Occupational analysis data were generated for sixty-one occupations. The analysis inlcuded a statement of the various tasks performed in each occupation. For each task the following items were identified: tools and equipment; procedural knowledge; safety knowledge; concepts and skills of mathematics, science and communication needed for successful performance in the occupation. The analysis data provided a basis for generating instructional materials, course outlines, student performance objectives, criterion measures, as well as identifying specific supporting skills and knowledge in the academic subject areas.

PREFACE

The following analysis describes the duties which are performed by a personnel manager in industry. The nature of personnel work differs widely with the size and needs of individual companies. The participant attempted to describe the duties as found in a medium or large size company. In a small company, one might find the personnel manager involved in a number of other activities in addition to what is normally thought of as a personnel manager's responsibility.

It would be impossible to list the duties which apply to all personnel managers in all industries. Those included here are thought to be common to most companies of a certain size, but by no means to all companies. There may be numerous exceptions.

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We wish to acknowledge the valuable assistance rendered by the following subject matter specialists. They provided input to the vocational instructors in identifying related skills and concepts of each respective subject matter area and served as training assistants in the analysis process during the two-week workshops.

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JOB DESCRIPTION

The personnel manager is primarily concerned with two factors: 1) service to the organization by maintaining an adequate and efficient labor force, 2) developing a cooperative and productive attitude among employees.

Generally one is concerned with formulating policy, advising management, and carrying out some of the more important or more specialized responsibilities. One also must be concerned with the areas of recruitment and employment, benefits, compensation, industrial relations, organization development, and personnel records.

Duty A Recruiting People for Jobs

1 Contact students at schools
2 Write job advertisements for newspapers
3 Post notice on company bulletin board(s)
4 List job openings in company house organ
5 List job orders with employment agencies
6 Contact personnel and/or trade associations

(TASK STATEMENT) CONTACT STUDENTS AT SCHOOLS

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
College students Company brochures Application forms Personal records (college, high school)	Call for appointment Pick up interviewee's personal record Travel to site of interview Review applicant's records Conduct the interview	Observe all traffic rules and regulations
DECISIONS	**CUES**	**ERRORS**
Decide whether applicant is a potential employee	Observe personal appearance Observe behavior and mannerisms	Loss of company time and money Increase in labor turnover Damage of public image Potential loss of business

(TASK STATEMENT) CONTACT STUDENTS AT SCHOOLS

SCIENCE	MATH – NUMBER SYSTEMS
Exhibit capacity to ascertain personal qualities (skills, knowledge, character, flexibility, learning capacity); to accurately reflect plant environment and job expectations; to listen openly and attentively (without bias) in this communication process Exhibit qualities of tact, poise, consideration, graciousness and imagination Maintain capacity to foster trust, confidentiality, cooperation; to generate integrity; to cope with conflict behavior; to function efficiently when encountering fast changing multiple, personal or situational variables Exhibit qualities of self-confidence, self-control, self-reliance, self-respect, and adaptability Conscious awareness of the need for a balance (both physical and mental) between tension and relaxation. Relates to: comfort, caution, safety, physical, emotional, and intellectual health Conscious awareness of physical expressions basic to peak physical performance: body rhythm, breathing coordinated with body movement, body balance and posture, movement from tension to relaxation and vice versa	

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Speaking	Delivering oral presentation	Terminology, enunciation, diction, clarity of expression, logic, gestures, dress, facial and body features, poise
Reading	Comprehending written records	Comprehension, vocabulary, speed
Writing	Taking notes of interview	Penmanship, spelling, brevity of notes, accuracy
Listening	Listening to applicant	Separate facts from non-facts, concentration, note taking, understanding
Viewing	Observing applicant	Detail and inference

(TASK STATEMENT) WRITE JOB ADVERTISEMENTS FOR NEWSPAPERS

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Job description Paper, pencil Telephone	Read job description Select key characteristics from job description Write ad in logical sequence Select appropriate title of job for heading Write conditions of job Transmit to newspaper	

DECISIONS	CUES	ERRORS
Determine size of ad Decide upon areas and newspapers to be used Determine frequency of ad Decide on wording of ad	Research classified pages to be used Past experiences with newspaper	Waste of company funds Discrimination

(TASK STATEMENT) WRITE JOB ADVERTISEMENT FOR NEWSPAPERS

SCIENCE	MATH – NUMBER SYSTEMS
BEHAVIORAL SCIENCE Conscious awareness of the need for a balance (both physical and mental) between tension and relaxation. Relates to: comfort, caution, safety, physical, emotional, and intellectual health Concious awareness of physical expressions basic to peak physical performance: body rhythm, breathing coordinated with body movement body balance and posture, movement from tension to relaxation and vice versa Consious awareness of qualities of basic to optimal mental performance: attention, observation, concentration, mental alertness, mental quietude, mental clarity, organization	

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Writing	Composing ad	Clarity of expression, brevity, accuracy, spelling, denotative/connotative words usage, terminology
Reading	Understanding job requirements	Comprehension, terminology

(TASK STATEMENT) POST NOTICE ON COMPANY BULLETIN BOARD

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Job description Paper and pencil	Read job description Select key characteristics from job description Write notice in logical sequence Select appropriate title of job for heading Write conditions of job Post on bulletin board(s)	Observe plant safety rules

DECISIONS	CUES	ERRORS
Decide upon wording of notice Determine length of time notice is posted	Conditions of contract; laws Past experience Type of job Location of bulletin boards	Labor grievance

(TASK STATEMENT) POST NOTICE ON COMPANY BULLETIN BOARD

SCIENCE	MATH – NUMBER SYSTEMS
BEHAVIORAL SCIENCE Conscious awareness of the need for a balance (both physical and mental) between tension and relaxation. Relates to: comfort, caution, safety, physical, emotional, and intellectual health Conscious awareness of physical expressions basic to peak physical performance: body rhythm, breathing coordinated with body movement, body balance and posture, movement from tension to relaxation and vice versa Conscious awareness of qualities basic to optimal mental performance: attention, observation, concentration, mental alertness, mental quietude mental clarity, organization	

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Writing	Composing ad	Clarity of expression, brevity, accuracy, spelling
Reading	Understanding job requirements	Comprehension and terminology

(TASK STATEMENT) LIST JOB OPENINGS IN COMPANY HOUSE ORGAN

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Job description Paper and pencil House organ	Read job description Select key characteristics from job description Write notice in logical sequence Select appropriate title of job for heading Write conditions of job Transmit to printer	

DECISIONS	CUES	ERRORS
Determine whether to utilize house organ Determine length of time to run notice Decide on wording of notice	Past experience Type of job	Loss of qualified employee

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(TASK STATEMENT) LIST JOB OPENINGS IN COMPANY HOUSE ORGAN

SCIENCE	MATH – NUMBER SYSTEMS
BEHAVIORAL SCIENCE Conscious awareness of the need for a balance (both physical and mental) between tension and relaxation. Relates to: comfort, caution, safety, physical, emotional and intellectual health Conscious awareness of physical expressions basic to peak physical performance: body rhythm, breathing coordinated with body movement, body balance and posture, movement from tension to relaxation and vice versa Conscious awareness of qualities basic to optimal mental performance: attention, observation, concentration, mental alertness, mental quietude mental clarity, organization	

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Writing	Composing ad	Clarity of expression, brevity, accuracy, spelling, denotative/connotative words, usage, terminology
Reading	Understanding job requirements	Comprehension, terminology

(TASK STATEMENT) LIST JOB ORDERS WITH EMPLOYMENT AGENCIES

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Job description Paper and pencil Telephone	Read job description Select key characteristics from job description Write ad in logical sequence Select appropriate job title Write conditions of job Transmit to agency	

DECISIONS	CUES	ERRORS
Select agency Decide who is responsible for agency fee	Previous experience with agencies	Loss of time in securing prospective employee

(TASK STATEMENT) LIST JOB ORDERS WITH EMPLOYMENT AGENCIES

SCIENCE	MATH – NUMBER SYSTEMS
BEHAVIORAL SCIENCE: Exhibit capacity to foster trust and cooperation Conscious awareness of the need for a balance (both physical and mental) between tension and relaxation. Relates to: comfort, safety, caution, physical, emotional, and intellectual health Conscious awareness of physical expressions basic to peak physical performance: body rhythm, breathing coordinated with body movement, body balance and posture, movement from tension to relaxation and vice versa Conscious awareness of qualities basic to optimal mental performance: attention, observation, concentration, mental alertness, mental quieutde, mental clarity and organization	

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Writing	Composing ad	Clarity of expression, accuracy, spelling, denotative/connotative words, usage terminology, appropriate diction
Reading	Understanding job requirements	Comprehension, terminology
Speaking	Delivering job order verbally	Terminology, appropriate diction, enunciation, clarity of expression, persuasion and sales technique, logic, usage

(TASK STATEMENT) CONTACT PERSONNEL AND/OR TRADE ASSOCIATIONS

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Job description Paper and pencil Telephone	Read job description Select key characteristics from job description Write conditions of job Transmit to association	
DECISIONS	**CUES**	**ERRORS**
Select trade association	Previous experience with trade association	Loss of qualified personnel

(TASK STATEMENT) CONTACT PERSONNEL AND/OR TRADE ASSOCIATIONS

SCIENCE	MATH – NUMBER SYSTEMS
BEHAVIORAL SCIENCE: Exhibit capacity to foster trust Maintain capacity to foster cooperation Conscious awareness of the need for a balance (both physical and mental) between tension and relaxation. Relates to: comfort, caution, safety, physical, emotional and intellectual health Conscious awareness of physical expressions basic to peak physical performance: body rhythm, breathing coordinated with body movement, body balance and posture, movement from tension to relaxation and vice versa Conscious awareness of qualities basic to optimal mental performance, attention, observation, concentration, mental alertness, mental quietude, mental clarity, organization	

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Writing	Composing ad	Clarity of expression, accuracy, spelling denotative/connotative words, usage, terminology,
Reading	Understanding job requirements	Comprehension, terminology
Speaking	Delivering job order verbally	Terminology, appropriate diction, enunciation clarity of expression, persuasion and sales technique, logic, usage

Duty B Selecting and Recommending Personnel for Jobs

1 Collect information from job descriptions
2 Collect information from applicant's records
3 Conduct personal interviews
4 Investigate references and previous work history

(TASK STATEMENT) COLLECT INFORMATION FROM JOB DESCRIPTIONS

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TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Job description Pencil and paper	Read job description Select key elements from job description Write key elements	

DECISIONS	CUES	ERRORS
Determine key elements	Information from job analysis	Hiring an over or under-qualified employee Excessive personnel turnover Increase company cost

25

(TASK STATEMENT) COLLECT INFORMATION FROM JOB DESCRIPTIONS

SCIENCE	MATH – NUMBER SYSTEMS
Conscious awareness of the need for a balance (both physical and mental) between tension and relaxation. Relates to: comfort, caution, safety, physical, emotional and intellectual health Conscious awareness of physical expressions basic to peak physical performance: body rhythm, breathing coordinated with body movement body balance and posture, movement from tension to relaxation and vice versa Conscious awareness of qualities basic to optimal mental performance: attention, observation, concentration, mental alertness, mental quietude mental clairty, organization	

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Reading	Understanding job requirements	Comprehension, terminology, detail
Writing	Detail notes	Brevity, clarity of expression, accuracy, spelling, usage

(TASK STATEMENT) COLLECT INFORMATION FROM APPLICANT'S RECORDS

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Applicant's application and/or resume Pencil and paper	Read application or resume Select key elements from application or resume Write key elements	

DECISIONS	CUES	ERRORS
Determine key elements	Job description	Hiring an over or under- qualified employee Excessive personnel turnover Increase company cost

(TASK STATEMENT) COLLECT INFORMATION FROM APPLICANT'S RECORDS

SCIENCE	MATH – NUMBER SYSTEMS
BEHAVIORAL SCIENCE: Conscious awareness of the need for a balance (both physical and mental) between tension and relaxation. Relates to: comfort, caution, safety, physical, emotional and intellectual health Conscious awareness of physical expressions basic to peak physical performance: body rhythm, breathing coordinated with body movement, body balance and posture, movement from tension to relaxation and vice versa Conscious awareness of qualities basic to optimal mental performance: attention, observation, concentration, mental alertness, mental quietude, mental clarity, organization	

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Reading	Understanding application or resume	Comprehension, terminology, detail
Writing	Detail notes	Brevity, clarity of expression, accuracy, spelling, usage

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(TASK STATEMENT) CONDUCT PERSONAL INTERVIEW

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Applicant Application and/or resume	Greet applicant Put applicant at ease and establish rapport Question applicant Observe applicant's reaction Provide job and company information to application Evaluate applicant's qualifications and attitude	

DECISIONS	CUES	ERRORS
Recommend whether to accept or reject applicant	Observe personal appearance Observe behavior and mannerisms Application, work records, references	Loss of company time and money Increase in labor turnover Damage of public image Potential of loss of busines

(TASK STATEMENT) CONDUCT PERSONAL INTERVIEW

SCIENCE	MATH – NUMBER SYSTEMS
Exhibit capacity to ascertain personal qualities (skills, knowledge, character, flexibility, learning capacity); to accurately reflect plant environment and job expectations; to listen openly and attentively (without bias) in this communication process Maintain capability to cope with conflict behavior; to foster confidentiality, trust, cooperation; to generate integrity Exhibit qualities of tact, poise, consideration, graciousness and imagination; self-control, self-confidence, self-reliance, self-respect, and adapatability Conscious awareness of the need for a balance (both physical and mental) between tension and relaxation. Relates to: physical, emotional, and intellectual health Conscious awareness of physical expressions basic to peak physical performance: body rhythm, breathing coordinated with body movement, body balance and posture, movement from tension to relaxation and vice versa Conscious awareness of qualities basic to optimal mental performance: attention, observation, concentration, mental alertness, mental quietude, mental clarity, organization	

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Speaking	Using oral communication with applicant	Enunciation, diction, clarity of expression, logic gestures, dress, poise, facial and body features
Listening	Listening to applicant	Discriminate facts from non-facts, recognize opinions, concentration, logic, word definition, note taking
Viewing	Looking at applicant	Mannerisms, describing, memory, visual analysis

(TASK STATEMENT) INVESTIGATE REFERENCES AND PREVIOUS WORK HISTORY

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Telephone Paper and pencil Reference - check form	Contact previous employers Contact personal references Contact appropriate investigation agencies, i.e., retail credit	

DECISIONS	CUES	ERRORS
Determine which employer 's references and investigation agencies to contact	Length of employment with previous employers Types of personal references used	Improper selection of employee Excessive labor turnover Possible loss of business

(TASK STATEMENT) INVESTIGATE REFERENCES AND PREVIOUS WORK HISTORY

SCIENCE	MATH – NUMBER SYSTEMS
Exhibit capacity to listen openly and attentively (without bias) in this communication process Exhibit qualities of tact, poise, consideration, graciousness and imagination Maintain capacity to foster trust and confidentialty Conscious awareness of the need for a balance (both physical and mental) between tension and relaxation. Relates to: comfort, caution, safety, physical, emotional and intellectual health Conscious awareness of physical expressions basic to peak physical performance: body rhythm, breathing coordinated with body movement, body balance and posture, movement from tension to relaxation and vice versa Conscious awareness of qualities basic to optimal mental performance: attention, observation, concentration, mental alertness, mental quietude, mental clarity, organization	

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COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Speaking	Using oral communication with reference	General vocabulary Clarity of expression Enunciation
Writing	Taking notes from references	Penmanship, spelling, Spelling Clarity of expression
Listening	Listening on telephone	Auditory discrimination, Discrimination of facts from non-facts Recognize opinions, concentration, note taking

Duty C Developing an Employee Evaluation Program

1 Determine a performance level based upon job description
2 Prepare standard evaluation form
3 Establish an evaluation time schedule
4 Instruct appropriate personnel in the use of the evaluating process

(TASK STATEMENT) DETERMINE A PERFORMANCE LEVEL BASED UPON JOB DESCRIPTION

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Job description Paper and pencil	Critical analysis of job description Define standard of measurement Develop measurement program Implement program Instruct appropriate personnel Measure performance to standards	
DECISIONS	**CUES**	**ERRORS**
Decide measurement standard Decide performance standards	Content of job description	Employee improperly assigned Poor performance Excessive labor turnover

(TASK STATEMENT) DETERMINE A PERFORMANCE LEVEL BASED UPON JOB DESCRIPTION

SCIENCE	MATH – NUMBER SYSTEMS
Exhibit capacity to ascertain personal qualities (skills, knowledge, character, flexibility, learning capacity); to accurately reflect plant environment and job expectations; to listen openly and attentively (without bias) in this communication process Maintain capacity to foster cooperation; to cope with conflict behavior; to function efficiently when encountering fast changing, multiple, personal or situational variables. Exhibit qualities of self-confidence, self-control, self-reliance, self-respect, and adaptability Conscious awareness of the need for a balance (both physical and mental) between tension and relaxation. Relates to: comfort, caution, safety, physical, emotional and intellectual health Conscious awareness of physical expressions basic to peak physical performance: body rhythm, breathing coordinated with body movement, body balance and posture, movement from tension to relaxation and vice versa Conscious awareness of qualities basic to optimal mental performance: attention, observation, concentration, mental alertness, mental clarity, mental quietude, organization	Addition, subtraction, multiplication, and division algorithms Order of operations, i.e., use of parentheses in simplifying arithmetic expressions

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Reading	Understanding written description	Comprehension, detail/inference, definition, terminology
Writing	Taking notes	Penmanship, spelling, description, clarity of expression
Speaking	Giving oral instructions	General vocabulary, appropriate diction, clarity of expression, and logic

(TASK STATEMENT) PREPARE A STANDARD EVALUATION FORM

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Pencil and paper	Develop title for form List job measurement factors Provide section for performance analysis	

DECISIONS	CUES	ERRORS
Decide upon title Determine factors to be considered Choose method of analysis	Keep in mind objective of form	Inability to evaluate employee performance

(TASK STATEMENT) PREPARE A STANDARD EVALUATION FORM

SCIENCE	MATH – NUMBER SYSTEMS
BEHAVIORAL SCIENCE: Conscious awareness of the need for a balance (both physical and mental) between tension and relaxation. Relates to: comfort, caution, safety, physical, emotional and intellectual health Conscious awareness of physical expressions basic to peak physical performance: body rhythm, breathing coordinated with body movement, body balance and posture, movement from tension to relaxation and vice versa Conscious awareness of qualities basic to optimal mental performance: attention, observation, concentration, mental alertness, mental quietude, mental clarity, organization	

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Writing	Preparation of forms	Spelling, description, terminology, clarity of expression, logic, usage

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(TASK STATEMENT) ESTABLISH AN EVALUATION TIME SCHEDULE

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Pencil and paper	Establish frequency of evaluation	

DECISIONS	CUES	ERRORS
Determine criteria to be used	Fairness to employee	Poor judgment determining time

(TASK STATEMENT) ESTABLISH AN EVALUATION TIME SCHEDULE

SCIENCE	MATH – NUMBER SYSTEMS
BEHAVIORAL SCIENCE: Conscious awareness of the need for a balance (both physical and mental) between tension and relaxation. Relates to: comfort, safety, caution, physical, emotional and intellectual health Conscious awareness of physical expressions basic to peak physical performance: body rhythm, breathing coordinated with body movement, body balance and posture, movement from tension to relaxation and vice versa Conscious awareness of qualities basic to optimal mental performance: attention, observation, concentration, mental alertness, mental quietude, mental clarity, organization	

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Writing	Making out time schedule	Penmanship, spelling, description, terminology, clarity of expression

(TASK STATEMENT) INSTRUCT APPROPRIATE PERSONNEL IN USE OF THE EVALUATING PROCESS

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TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Evaluation form Pencil and paper	Select personnel who will do evaluating Develop training program Set up training schedule	

DECISIONS	CUES	ERRORS
Determine who will do evaluating Determine content of training program Determine length of time for program	Past programs. background and position in company Complexity of training program	Ineffective evaluation

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(TASK STATEMENT) INSTRUCT APPROPRIATE PERSONNEL IN USE OF THE EVALUATING PROCESS

SCIENCE	MATH – NUMBER SYSTEMS
Maintain capacity to foster cooperation Demonstrate capacity to lead; to set others at ease; demonstrate imagination Exhibit capacity to listen openly and attentively (without bias) in this communication process Exhibit qualities of self-confidence, self-control, self-reliance, self-respect, adaptability, tactfulness, and poise Conscious awareness of the need for a balance (both mental and physical) between tension and relaxation. Relates to: comfort, caution, safety, physical, emotional and intellectual health Conscious awareness of physical expressions basic to peak physical performance: body rhythm, breathing coordinated with body movement, body balance and posture, movement from tension to relaxation and vice versa	

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Writing	Taking notes on training programs	Penmanship, spelling, description, terminology
Speaking	Instructing personnel	Terminology, appropriate diction, implying, enunciation, clarity of expression, persuasion, logic

Duty D Administering an Employee Evaluation Program

1 Review evaluations with appropriate personnel
2 Make recommendations based upon evaluation results

(TASK STATEMENT) REVIEW EVALUATIONS WITH APPROPRIATE PERSONNEL

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Pencil and paper Evaluations	Select appropriate personnel Establish rules to be followed Establish time schedule	

DECISIONS	CUES	ERRORS
Determine who will review evaluation	Company procedure Conditions in contract	Poor employee moral Excessive labor turnover Biased judgment in evaluating

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(TASK STATEMENT) REVIEW EVALUATION WITH APPROPRIATE PERSONNEL

SCIENCE	MATH – NUMBER SYSTEMS
Demonstrate poise and imagination Maintain capacity to foster trust and confidentiality; to accept differing views Demonstrate ability to listen with an open mind Conscious awareness of the need for a balance (both mental and physical) between tension and relaxation. Relates to: comfort, caution, safety, physical, emotional, and intellectual health Conscious awareness of physical expressions basic to peak physical performance: body rhythm, breathing coordinated with body movement, movement from tension to relaxation and vice versa, body balance and posture Conscious awareness of qualities basic to optimal mental performance: attention, observation, concentration, mental alertness, mental quietude, mental clarity, and organization	

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COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Speaking	Reviewing evaluation with personnel	Terminology, appropriate diction, implying, ennunciation, clarity of expression, logic, and usage
Listening	Reviewing evaluation	Discriminate facts from non-facts, recognize opinions, concentration, logic

(TASK STATEMENT) MAKE RECOMMENDATIONS BASED UPON EVALUATION RESULTS

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Evaluation reports	Select method of recommendations Select personnel receiving recommendation Establish time schedule Make recommendations	

DECISIONS	CUES	ERRORS
Decide what method of recomendation to use Decide type of recomendation; (merit raise, transfer, dismissal, etc.)	Evaluation reports	Poor employee morale Biased judgment in recommendation

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(TASK STATEMENT) MAKE RECOMMENDATIONS BASED UPON EVALUATION RESULTS

SCIENCE	MATH – NUMBER SYSTEMS
Maintain capacity to reflect accurately the views of others; to foster trust, confidentiality, cooperation and to generate integrity and to cope with conflict behavior Demonstrate a feeling of sincerity and honesty and qualities of poise, tact, and consideration Conscious awareness of the need for a balance (both mental and physical) between tension and relaxation. Relates to: comfort, caution, safety, physical, emotional and intellectual health Conscious awareness of physical expressions basic to peak physical performance: body rhythm, breathing coordinated with body movement, body balance and posture, movement from tension to relaxation and vice versa Conscious awareness of qualities basic to optimal mental performance: attention, observation, concentration, mental alertness, mental quietude, mental clarity, organization	

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Speaking	Make verbal recommendations	Terminology, appropriate diction, enunciation, clarity of expression, persuasion, logic, usage, and poise
Writing	Making formal written recommendation	Spelling, terminology, reports, appropriate diction, clarity of expression, persuasion
Listening	Reviewing evaluation orally	Discriminate facts from non-facts, recognize opinions, concentration, logic

Duty E Developing a Wage and Salary Plan

1 Write job description
2 Conduct a job analysis
3 Evaluate the job
4 Conduct an area wage and salary survey
5 Establish a wage and salary time schedule based upon the job level

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(TASK STATEMENT) WRITE JOB DESCRIPTION

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDG	SAFETY – HAZARD
Paper and pencil Job description forms	Develop job description form Study the job List tasks required for job List required physical and personal factors	

DECISIONS	CUES	ERRORS
Decide what tasks are to be included in the description	Labor grievances Related jobs Survey area for similiar jobs	Labor grievances Incorrect pay rates Poor employee morale Excessive labor turnover

(TASK STATEMENT) WRITE JOB DESCRIPTION

SCIENCE	MATH – NUMBER SYSTEMS
Conscious awareness of the need for a balance (both physical and mental) between tension and relaxation. Relates to: comfort, caution, safety, physical, emotional and intellectual health Conscious awareness of physical expressions basic to peak physical performance: body rhythm, breathing coordinated with body movement, body balance and posture, movement from tension to relaxation and vice versa Conscious awareness of qualities basic to optimal mental performance: attention, observation, concentration, mental alertness, mental quietude, mental clarity, organization	

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Writing	Written description	Penmanship, spelling, description, terminology clarity of expression, usage
Reading	Understand written report	Comprehension, terminology

(TASK STATEMENT) CONDUCT A JOB ANALYSIS

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Paper and pencil Job description	Write job analysis form Determine method for analysis Determine factors to be used Train personnel in use of analysis system	

DECISIONS	CUES	ERRORS
Determine criteria to be used Determine personnel to be trained	Job elements Position of personnel	Incorrect method of analysis Incorrect selection of personnel Poor employee morale Excessive labor turnover

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(TASK STATEMENT) CONDUCT A JOB ANALYSIS

SCIENCE	MATH – NUMBER SYSTEMS
BEHAVIORAL SCIENCE: Demonstrate ability to communicate accurately one's ideas Conscious awareness of the need for a balance (both physical and mental) between tension and relaxation. Relates to: comfort, caution, safety, physical, emotional, and intellectual health Conscious awareness of physical expressions basic to peak performance: body rhythm, breathing, coordinated with body movement, body balance and posture, movement from tension to relaxation and vice versa Conscious awareness of qualities basic to optimal mental performance: attention, observation, concentration, mental alertness, mental quietude, mental clarity, organization	Addition, subtraction, multiplication and division algorithms Order of operations, i.e., use of parentheses in simplifying arithmetic expressions

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Reading	Understanding written description	Comprehension, detail/inference, informational reports, definition, terminology
Writing	Making out forms	Spelling, description, terminology. clarity of expression
Speaking	Delivering verbal instructions	Terminology, appropriate diction, enunciation, clarity of expression

(TASK STATEMENT) EVALUATE THE JOB

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Paper and pencil Job description Job analysis	Write job evaluation form Determine method for evaluation Determine factors to be used Training personnel in use of evaluation	
DECISIONS	**CUES**	**ERRORS**
Determine criteria to be used Determine personnel to be trained	Job elements Position of personnel	Incorrect methods of analysis Incorrect selection of personnel Poor employee morale Excessive labor turnover

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(TASK STATEMENT) CONDUCT AN AREA WAGE AND SALARY SURVEY

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Local newspaper Job description Pencil and paper Envelopes Stamps Typewriter Telephone	Develop appropriate forms Select area and jobs to be surveyed Send out forms Record results	

DECISIONS	CUES	ERRORS
Decide how many forms to send out Decide sources of information	Post survey results Purpose of survey	Inconclusive survey

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(TASK STATEMENT) EVALUATE THE JOB

SCIENCE	MATH – NUMBER SYSTEMS
BEHAVIORAL SCIENCE: Demonstrate ability to communicate accurately one's ideas Conscious awareness of the need for a balance (both physical and mental) between tension and relaxation. Relates to: comfort, caution, safety, physical, emotional and intellectual health Conscious awareness of physical expressions basic to peak physical performance: body rhythm, breathing coordinated with body movement, body balance and posture, movement from tension to relaxation and vice versa Conscious awareness of qualities basic to optimal mental performance: attention, observation, concentration, mental alertness, mental quietude, mental clarity, organization	

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Writing	Making out forms	Spelling, description, terminology, clarity of expression
Speaking	Delivering verbal instructions	Terminology, appropriate diction, enunciation, clarity of expression, logic, usage

(TASK STATEMENT) CONDUCT AN AREA WAGE AND SALARY SURVEY

SCIENCE	MATH – NUMBER SYSTEMS
BEHAVIORAL SCIENCE: Conscious awareness of the need for a balance (both physical and mental) between tension and relaxation. Relates to: comfort, caution, safety, physical, emotional and intellectual health Conscious awareness of physical expressions basic to peak physical performance: body rhythm, breathing coordinated with body movement, body balance and posture, movement from tension to relaxation and vice versa Conscious awareness of qualities basic to optimal mental performance attention, observation, concentration, mental alertness, mental quietude, mental clarity, organization	

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COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Writing	Develop forms	Spelling, terminology, clarity of expression, description

(TASK STATEMENT) ESTABLISH A WAGE AND SALARY TIME SCHEDULE BASED UPON THE JOB LEVEL

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Paper and pencil Wage and salary program	Select job grade and establish review dates Inform appropriate employees	

DECISIONS	CUES	ERRORS
Determine time intervals and/or frequency of reviews	Grade level of jobs	Poor employee morale Excessive labor turnover

(TASK STATEMENT) ESTABLISH A WAGE AND SALARY TIME SCHEDULE BASED UPON JOB LEVEL

SCIENCE	MATH – NUMBER SYSTEMS
BEHAVIORAL SCIENCE: Conscious awareness of the need for a balance (both physical and mental) between tension and relaxation. Relates to: comfort, caution, safety, physical, emotional, and intellectual health Conscious awareness of physical expressions basic to peak physical performance: body rhythm, breathing coordinated with body movement, body balance and posture, movement from tension to relaxation and vice versa Conscious awareness of qualities basic to optimal mental performance: attention, observation, concentration, mental alertness, mental quietude, mental clarity and organization	Addition, subtraction, multiplication, division algorithms Order of operaton, i.e., use of parentheses in simplifying arithmetic expressions

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Reading	Understanding written programs	Comprehension, detail/inference, terminology
Writing	Written message to employees	Spelling, memo format, terminology, appropriate diction, clarity of expression and usage

Duty F Administering a Wage and Salary Plan

1 Make recommendations to appropriate personnel for salaried employees
2 Determine that hourly personnel are paid according to plan

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(TASK STATEMENT) MAKE RECOMMENDATIONS TO APPROPRIATE PERSONNEL FOR SALARIED EMPLOYEES

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Pencil and paper Evaluations Wage and salary plan	Develop method to review employee Establish time schedule for review Transmit information to appropriate personnel	

DECISIONS	CUES	ERRORS
Determine how and when to review employee	Previous experience Company policy or labor contract	Poor employee morale Excessive labor turnover Biased judgment

(TASK STATEMENT) MAKE RECOMMENDATIONS TO APPROPRIATE PERSONNEL FOR SALARIED EMPLOYEES

SCIENCE	MATH – NUMBER SYSTEMS
Maintain capacity to reflect accurately the views of others Demonstrate a feeling of sincerity and honesty Exhibit qualities of poise, tact, and consideration; to ascertain personal qualities (skills, knowledge, character, flexibility, learning capacity); to foster trust; to accurately reflect plant environment and job expectation; to engender clear statement of rationale; to listen openly and attentively (without bias) in this communication process Conscious awareness of the need for a balance (both physical and mental) between tension and relaxation. Relates to: comfort, caution, safety, physical, emotional and intellectual health Conscious awareness of physical expressions basic to peak physical performance: body rhythm, breathing coordinated with body movement, body balance and posture, movement from tension to relaxation and vice versa Conscious awareness of qualities basic to optimal mental performance: attention, observation, concentration, mental alertness, mental quietude, mental clarity, and organization	

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Speaking	Make oral recommendation	Terminology, appropriate diction, enunciation, clarity of expression, persuasion, logic, usage, and poise
Writing	Make formal written recommendations	Spelling, terminology, reports, appropriate diction, clarity of expression, persuasion

(TASK STATEMENT) DETERMINE THAT HOURLY PERSONNEL ARE PAID ACCORDING TO PLAN

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Pencil and paper Wage and salary plan	Develop wage and salary form Establish time schedule Transmit information to appropriate personnel	

DECISIONS	CUES	ERRORS
Decide what information is necessary on form	Required information Company policy or labor contract	Possible grievance

(TASK STATEMENT) DETERMINE THAT HOURLY PERSONNNEL ARE PAID ACCORDING TO PLAN

SCIENCE	MATH – NUMBER SYSTEMS
BEHAVIORAL SCIENCE: Conscious awareness of the need for a balance (both physical and mental) between tension and relaxation. Relates to: comfort, caution, safety, physical, emotional, and intellectual health Conscious awareness of physical expressions basic to peak physical performance: body rhythm, breathing coordinated with body movement body balance and posture, movement from tension to relaxation and vice versa Conscious awareness of qualities basic to optimal mental performance: attention, observation, concentration, mental alertness, mental quietude, mental clarity, and organization	

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Writing	Developing forms and transmitting information to employees	Spelling, description, reports, terminology clarity of expression

Duty G Developing an Effective Training Program

1 Identify areas of need for training
2 Select appropriate training program
3 Evaluate results of program

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(TASK STATEMENT) IDENTIFY AREAS OF NEED FOR TRAINING

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Pencil and paper	Determine potential problem area Survey potential problem area Evaluate survey results	

DECISIONS	CUES	ERRORS
Determine methods to use	Grievances, increase in cost	Wasted time and money Poor morale

(TASK STATEMENT) IDENTIFY AREAS OF NEED FOR TRAINING

SCIENCE	MATH – NUMBER SYSTEMS
BEHAVIORAL SCIENCE: Conscious awareness of the need for a balance (both physical and mental) between tension and relaxation. Relates to: comfort, caution, safety, physical, emotional and intellectual health Conscious awareness of physical expressions basic to peak physical performance: body rhythm, breathing coordinated with body movement, body balance and posture, movement from tension to relaxation and vice versa Conscious awareness of qualities basic to optimal mental performance: attention, observation, concentration, mental alertness, mental quietude, mental clarity, organization	

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Writing	Note taking	Spelling, description, clarity of expression

(TASK STATEMENT) SELECT APPROPRIATE TRAINING PROGRAMS

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Paper and pencil Survey results	Select style of program Select physical locations and equipment for training Determine time schedule Select instructors Select participants Choose appropriate training aids and materials Determine cost	

DECISIONS	CUES	ERRORS
Decide if program is formal or informal Determine if program will be held on company location Decide who will conduct sessions and who will participate Decide what materials will be needed	Type of program	Ineffective training program

(TASK STATEMENT) SELECT APPROPRIATE TRAINING PROGRAMS

SCIENCE	MATH – NUMBER SYSTEMS
BEHAVIORAL SCIENCE: Conscious awareness of the need for a balance (both physical and mental) between tension and relaxation. Relates to: comfort, caution, safety, physical, emotional and intellectual health Conscious awareness of physical expressions basic to peak physical performance: body rhythm, breathing coordinated with body movement, body balance and posture, movement from tension to relaxation and vice versa Conscious awareness of qualities basic to optimal mental performance: attention, observation, concentration, mental alertness, mental quietude, mental clarity, and organization	

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COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Reading	Understanding written survey	Comprehension, detail/inference, speed/rate, terminology
Writing	Note taking	Spelling, description, clarity of expression

(TASK STATEMENT) EVALUATE RESULTS OF PROGRAM

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Paper and pencil Training program	Select criteria for evaluation Evaluate according to criteria Record evaluation	

DECISIONS	CUES	ERRORS
Detemine if criteria is appropriate for program	Type of training to be used	Ineffective training program

(TASK STATEMENT) EVALUATE RESULTS OF PROGRAM

SCIENCE	MATH – NUMBER SYSTEMS
BEHAVIORAL SCIENCE: Conscious awareness of the need for a balance (both physical and mental) between tension and relaxation. Relates to: comfort, caution, safety, physical, emotional, and intellectual health Conscious awareness of physical expressions basic to peak physical performance: body rhythm, breathing coordinated with body movement, body balance and posture, movement from tension to relaxation and vice versa Conscious awareness of qualities basic to optimal mental performance: attention, observation, concentration, mental alertness, mental quietude, mental clarity, and organization	

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Reading	Understanding written results	Comprehension, detail/inference, speed, terminology
Writing	Note taking	Spelling, description, penmanship, clarity of expression

Duty H Administering an Effective Training Program

1 Implement the training program
2 Evaluate results of program in relation to the program objective

(TASK STATEMENT) IMPLEMENT TRAINING PROGRAM

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Pencil and paper Training program Training aids and materials	Notify appropriate employees Follow through on physical facilities Follow through on instructional materials	

DECISIONS	CUES	ERRORS
Determine means of notification Decide when to follow through	Length of time between notification and training sessions	Poor attendance Ineffective program

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(TASK STATEMENT) IMPLEMENT THE TRAINING PROGRAM

SCIENCE	MATH – NUMBER SYSTEMS
Maintain capacity to cope with conflict behavior Exhibit qualities of tact, poise, consideration, and imagination Exhibit capacity to ascertain personal qualities (skills, knowledge, character, flexibility, learning capacity) Exhibit capacity to foster trust Exhibit capacity to accurately reflect plant environment and job expectation Conscious awareness of the need for a balance (both physical and mental) between tension and relaxation. Relates to: comfort, caution, safety, physical, emotional and intellectual health Conscious awareness of physical expressions basic to peak physical performance: body rhythm, breathing coordinated with body movement, body balance and posture, movement from tension to relaxation and vice versa Conscious awareness of qualities basic to optimal mental performance: attention, observation, concentration, mental alertness, mental quietude, mental clarity, and organization	

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Writing	Written communication to employees	Spelling, clarity of expression

(TASK STATEMENT) EVALUATE RESULTS OF PROGRAM IN RELATION TO PROGRAM OBJECTIVE

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Pencil and paper Training program Participants	Select criteria for evaluation Analyze according to criteria Record evaluation	
DECISIONS	**CUES**	**ERRORS**
Determine criteria to use	Objective of the program	Inaccurate evaluation

(TASK STATEMENT) EVALUATE RESULTS OF PROGRAM IN RELATION TO PROGRAM OBJECTIVE

SCIENCE	MATH – NUMBER SYSTEMS
BEHAVIORAL SCIENCE: Conscious awareness of the need for a balance (both physical and mental) between tension and relaxation. Relates to: comfort, caution, safety, physical, emotional and intellectual health Conscious awareness of physical expressions basic to peak physical performance: body rhythm, breathing coordinated with body movement, body balance and posture, movement from tension to relaxation and vice versa Conscious awareness of qualities basic to optimal mental performance: attention, observation, concentration, mental alertness, mental quietude, mental clarity, and organization	Addition, subtraction, multiplication and division algorithms Order of operations, i.e., use of parentheses in simplifying arithmetic expressions

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Writing	Note taking	Spelling, description, pensmanship, clarity of expression
Reading	Understanding written results	Comprehension, detail/inference, speed, terminology

Duty I Representing the Company in Contract Negotiations

1 Determine management proposals
2 Determine members of negotiating team
3 Notify union of company intention to retain or negotiate current contract
4 Exchange and review company and union proposals
5 Participate in negotiations

(TASK STATEMENT) DETERMINE MANAGEMENT PROPOSALS

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Current company contract Competitor's contracts Area unionized plants' contracts Area wage survey Grievance reports Current labor laws	Review past grievances for problem areas Contact supervisors on problem areas Review current contract on problem areas Compare competitors and unionized plants' contracts Review area wage survey Recommend proposals to top management	

DECISIONS	CUES	ERRORS
What recommendations to make	Grievance trends Feedback from supervision and employees Company morale Excessive labor turnover	Excessive labor turnover Poor morale Loss of profit

(TASK STATEMENT) DETERMINE MANAGEMENT PROPOSALS

SCIENCE	MATH – NUMBER SYSTEMS
BEHAVIORAL SCIENCE: Conscious awareness of the need for a balance (both physical and mental) between tension and relaxation. Relates to: comfort, caution, safety, physical, emotional and intellectual health Conscious awareness of physical expressions basic to peak physical performance: body rhythm, breathing coordinated with body movement, body balance and posture, movement from tension to relaxation and vice versa Conscious awareness of qualities basic to optimal mental performance: attention, observation, concentration, mental alertness, mental quietude, mental clarity, organization	Addition, subtraction, multiplication and division algorithms Order of operations, i.e., use of parentheses in simplifying arithmetic expressions

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Reading	Understanding written reports	Comprehension, detail, inference, informational reports, proposals, definition, terminology
Writing	Putting recommendations in written form	Spelling, description, reports, terminology, clarity of expression, logic, usage

(TASK STATEMENT) DETERMINE MEMBERS OF NEGOTIATING TEAM

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Personnel records	Review personnel records for selection of negotiating team Recommend members for negotiating team	

DECISIONS	CUES	ERRORS
Which employees will serve on negotiating team	Personnel records of employees Training	Weak negotiating team

(TASK STATEMENT) DETERMINE MEMBERS OF NEGOTIATING TEAM

SCIENCE	MATH – NUMBER SYSTEMS
BEHAVIORAL SCIENCE: Conscious awareness of the need for a balance (both physical and mental) between tension and relaxation. Relates to: comfort, caution, safety, physical, emotional, and intellectual health Conscious awareness of physical expressions basic to peak physical performance: body rhythm, breathing coordinated with body movement, body balance and posture, movement from tension to relaxation and vice versa Conscious awareness of qualities basic to optimal mental performance: attention, observation, concentration, mental alertness, mental quietude, mental clarity, and organization	

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Reading	Understanding written reports	Comprehension, detail, informational reports

(TASK STATEMENT) NOTIFY UNION OF COMPANY INTENTION TO RETAIN OR NEGOTIATE CURRENT CONTRACT

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Labor laws or access to current laws Company proposals Current contract Typewriter Pencil and paper	Draft letter of intent for union sixty days prior to expiration date of current contract Transmit letter to union headquarters	

DECISIONS	CUES	ERRORS
Language of letter Distribution of copies	Previous negotiations Philosophy of management Personal judgment	Alienate union Difficult negotiations

(TASK STATEMENT) NOTIFY UNION OF COMPANY INTENTION TO RETAIN OR NEGOTIATE CURRRENT CONTRACT

SCIENCE	MATH – NUMBER SYSTEMS
BEHAVIORAL SCIENCE: Maintain capacity to foster trust and cooperation Conscious awareness of the need for a balance (both physical and mental) between tension and relaxation. Relates to: comfort, caution, safety, physical, emotional, and intellectual health Conscious awareness of physical expressions basic to peak physical performance: body rhythm, breathing coordinated with body movement, body balance and posture, movement from tension to relaxation and vice versa Conscious awareness of qualities basic to optimal mental performance: attention, observation, concentration, mental alertness, mental quietude, mental clarity, and organization	

COMMUNICATIONS		
PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Writing	Drafting a letter	Spelling, description, business letter, terminology, clarity of expression, denotative/connotative words, usage

(TASK STATEMENT) EXCHANGE AND REVIEW COMPANY AND UNION PROPOSALS

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Company proposal Union proposal	Arrange time and place of meeting Exchange proposals Review proposals with union, bargaining team for clarification Set future meeting	

DECISIONS	CUES	ERRORS
Separate economic from non-economic items Analyze union position Determine where to hold meetings and what schedule (time and day) is most suitable	Choice of words Tone of voice General attitude Union position	Increased company cost

(TASK STATEMENT) EXCHANGE AND REVIEW COMPANY AND UNION PROPOSALS

SCIENCE	MATH – NUMBER SYSTEMS
Maintain capacity to foster trust and cooperation; to cope with conflict behavior; to function efficiently under stress Exhibit qualities of self-confidence, self-control, self-reliance, self-respect, and adaptability Conscious awareness of the need for a balance (both physical and mental) between tension and relaxation. Relates to: comfort, caution, safety, physcial, emotional and intellectual health Conscious awareness of physical expressions basic to peak physical performance: body rhythm, breathing coordinated with body movement, body balance and posture, movement from tension to relaxation and vice versa Conscious awareness of qualities basic to optimal mental performance: attention, observation, concentration, mental alertness, mental quietude, mental clarity, and organization	Addition, subtraction, multiplication and division algorithms Order of operations, i.e., use of parentheses in simplifying arithmetic expressions

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Speaking	Discussion of proposals	Terminology, appropriate diction, enunciation, clarity of expression, logic, poise, and usage
Listening	Understanding proposals	Auditory discrimination, detection of propaganda devices, discriminate facts from non-facts, concentration, word definition, note taking

(TASK STATEMENT) PARTICIPATE IN NEGOTIATIONS

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Company proposal Union proposal	Attend negotiation meetings Discuss proposals with union representatives Conduct daily progress and strategy meetings with negotiating memebers Reach agreement on proposals	

DECISIONS	CUES	ERRORS
Accept, reject or modify company and union proposals	Language Economics	Cost to company Excessive labor turnover

(TASK STATEMENT) PARTICIPATE IN NEGOTIATIONS

SCIENCE	MATH – NUMBER SYSTEMS
BEHAVIORAL SCIENCE: Maintain capacity to foster trust and cooperation Maintain capcity to cope with conflict behavior Maintain ability to function efficiently under stress Exhibit qualities of self-confidence, self-control, self-reliance, self-respect, and adaptability Conscious awareness of the need for a balance (both physical and mental) between tension and relaxation. Relates to: comfort, caution, safety, physical, emotional and intellectual health Conscious awareness of physical expressions basic to peak physical performance: body rhythm, breathing coordinated with body movement, body balance and posture, movement from tension to relaxation and vice versa	Addition, subtraction, multiplication and division algorithms Order of operations, i.e., use of parentheses in simplifying arithmetic expressions

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Speaking	Discussion of proposals	Terminology, appropriate diction, enunciation, clarity of expression, logic, poise, usage
Listening	Receiving verbal proposals	Auditiory discrimination, detection of propoganda devices, discriminate facts from non-facts, concentration, word definition, note taking, logic

Duty J Keeping Personnel Records of Individual Employees

1 Set up personnel records of individual employees
2 Maintain personnel files

(TASK STATEMENT) SET UP PERSONNEL RECORDS OF INDIVIDUAL EMPLOYEES

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Pencil and paper Typewritter Personnel folder Tax forms Benefit forms Physical examination form Payroll record form	Send reference requests from application Provide appropriate tax forms Provide appropriate benefit forms Schedule physical examination if applicable Pay records	
DECISIONS	**CUES**	**ERRORS**
Which forms are appropriate	Current tax laws Company policies	Possible legal action Physically unfit employee Insufficient data

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(TASK STATEMENT) SET UP PERSONNEL RECORDS OF INDIVIDUAL EMPLOYEES

SCIENCE	MATH – NUMBER SYSTEMS
Conscious awareness of the need for a balance (both physical and mental) between tension and relaxation. Relates to: comfort, caution, safety, physical, emotional, and intellectual health Conscious awareness of physical expression basic to peak physical performance: body rhythm, breathing coordinated with body movement, body balance and posture, movement from tension to relaxation and vice versa Conscious awareness of qualities basic to optimal mental performance: attention, observation, concentration, mental alertness, mental quietude, mental clarity, and organization	

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Writing	Reference requests	Spelling Description Business letter

(TASK STATEMENT) MAINTAIN PERSONNEL FILES

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Personnel files	Prepare records of training and/or education achievement Include employee evaluation records in files Record absenteeism Prepare disciplinary records Retain exit interviewee records Maintain pay records	

DECISIONS	CUES	ERRORS
Information to be included in files	Past experience Law	Legal actions Insufficient records

(TASK STATEMENT) MAINTAIN PERSONNEL FILES

SCIENCE	MATH – NUMBER SYSTEMS
BEHAVIORAL SCIENCE Conscious awareness of the need for a balance (both physical and mental) between tension and relaxation. Relates to: comfort, caution, safety, physical, emotional, and intellectual Conscious awareness of physical expressions basic to peak physical performance: body rhythm, breathing coordinated with body movement, body balance and posture, movement from tension to relaxation and vice versa Conscious awareness of qualities basic to optimal mental performance: attention, observation, concentration, mental alertness, mental quietude, mental clarity, and organization	

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Writing	Keeping records	Penmanship Spelling Description

Duty K Promoting Safety Practices

1 Develop a safety program
2 Evaluate results of program

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(TASK STATEMENT) DEVELOP A SAFETY PROGRAM

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Safety signs and/or posters Safety equipment and devices	Appoint a safety committee Determine good housekeeping standards Prepare and post safety and hazard signs and/or posters Provide training on safety measures for managers Establish reporting methods for all managers to report accidents in detail Analyze manager's accident investigation reports Provide necessary safety devices and equipment Establish emergency care procedures	

DECISIONS	CUES	ERRORS
Committee selection Appropriate safety rules Selection of safety equipment Type of reporting methods to be used	Cost (post)	Increase in cost

(TASK STATEMENT) DEVELOP A SAFETY PROGRAM

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Safety signs and/or posters Safety equipment and devices	Appoint a safety committee Determine good housekeeping standards Prepare and post safety and hazard signs and/or posters Provide training on safety measures for managers Establish reporting methods for all managers to report accidents in detail Analyze manager's accident investigation reports Provide necessary safety devices and equipment Establish emergency care procedures	

DECISIONS	CUES	ERRORS
Committee selection Appropriate safety rules Selection of safety equipment Type of reporting methods to be used	Cost (post)	Increase in cost

(TASK STATEMENT) DEVELOP A SAFETY PROGRAM

SCIENCE	MATH – NUMBER SYSTEMS
Exhibit capacity to accurately reflect plant environment and job expectations; to listen openly and attentively (without bias) in this communication process; qualities of tact, poise, consideration, graciousness, and imagination Maintain capacity to foster cooperation; to function efficiently when encountering fast changing, multiple, personal or situational variables Grant conscious attention to smoothly flowing team work Show and describe facilities with appropriate speed and clarity Conscious awareness of the need for a balance (both physical and mental) between tension and relaxation. Relates to: comfort, caution, safety, physical, emotional, and intellectual health Conscious awareness of physical expressions basic to peak physical performance: body rhythm, breathing coordinated with body movement, body balance and posture, movement from tension to relaxation and vice versa Conscious awareness of qualities basic to optimal mental performance: attention, observation, concentration, mental alertness, mental quietude, mental clarity and organization	

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Speaking	Verbal communication	Terminology, appropriate diction, clarity of expression, logic, gestures, poise, usage
Reading	Understanding written reports	Comprehension, detail, informational reports, terminology

(TASK STATEMENT) EVALUATE RESULTS OF PROGRAMS

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Safety program	Select criteria for evaluation Analyze according to criteria Record evaluation	

DECISIONS	CUES	ERRORS
Determine criteria to use	Feedback on cost of production	Inaccurate evaluation

(TASK STATEMENT) EVALUATE RESULTS OF PROGRAMS

SCIENCE	MATH – NUMBER SYSTEMS
BEHAVIORAL SCIENCE: Conscious awareness of the need for a balance (both physical and mental) between tension and relaxation. Relates to: comfort, caution, safety, physical, emotional, and intellectual health Conscious awareness of physical expressions basic to peak physical perform performance: body rhythm, breathing coordinated with body movement, body balance and posture, movement from tension to relaxation and vice versa Conscious awareness of qualities basic to optimal mental performance: attention, observation, concentration, mental alertness, mental quietude, mental clarity, and organization	

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Writing	Note taking	Spelling, description, terminology, clarity of expressions
Reading	Understanding written results	Comprehension, detail/inference, speed, terminology

Duty L Providing Effective Media for Communication

1 Arrange necessary meetings between employees and top management
2 Provide company publication
3 Provide company bulletin board and/or suggestion box
4 Arrange meetings between management and union

(TASK STATEMENT) ARRANGE NECESSARY MEETINGS BETWEEN EMPLOYEES AND TOP MANAGEMENT

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Pencil and paper	Establish a formal program Arrange meeting, time and agenda Inform participants and employees Evaluate results	

DECISIONS	CUES	ERRORS
Program content Time and place	Desire to improve communications	Poor morale Low productivity Excessive labor turnover Increased costs

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(TASK STATEMENT) ARRANGE NECESSARY MEETINGS BETWEEN EMPLOYEES AND TOP MANAGEMENT

SCIENCE	MATH – NUMBER SYSTEMS
BEHAVIORAL SCIENCE: Conscious awareness of the need for a balance (both physical and mental) between tension and relaxation. Relates to: comfort, caution, safety, physical, emotional, and intellectual health Conscious awareness of physical expressions basic to peak physical performance: body rhythm, breathing coordinated with body movement body balance and posture, movement from tension to relaxation and vice versa Conscious awareness of qualities basic to optimal mental performance: attention, observation, concentration, mental alertness, mental quietude, mental clarity, and organization	Addition, subtraction, multiplication, and division algorithms Order of operations, i.e., use of parentheses in simplifying arithmetic expressions

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Writing	Contacting employees	Spelling, description, terminology, clarity of expression
Reading	Understanding written results	Comprehension, detail, terminology

(TASK STATEMENT) PROVIDE COMPANY PUBLICATION

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Paper, pencil Typewriter Camera	Type of publication Selection of title Select staff Determine frequency of distribution Provide general format Assign responsibility for printing Select method of distribution	

DECISIONS	CUES	ERRORS
Decide if formal or informal publication Determine title Determine who will serve on staff Specify format Determine responsibility for printing Decide on method of distribution	Need for effective communications	Ineffective communications Poor morale Increased costs

(TASK STATEMENT) PROVIDE COMPANY PUBLICATION

SCIENCE	MATH – NUMBER SYSTEMS
BEHAVIORAL SCIENCE: Conscious awareness of the need for a balance (both physical and mental) between tension and relaxation. Relates to: comfort, caution, safety, physical, emotional and intellectual health Conscious awareness of physical expressions basic to peak physical performance: body rhythm, breathing coordinated with body movement, body balance and posture, movement from tension to relaxation and vice versa Conscious awareness of qualities basic to optimal mental performance: attention, observation, concentration, mental alertness, mental quietude, mental clarity, and organization	Addition, subtraction, multiplication, division algorithms Order of operations, i.e., use of parentheses in simplifying expressions

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Writing	Note taking	Spelling, description, terminology, clarity of expression

(TASK STATEMENT) PROVIDE COMPANY BULLETIN BOARD AND/OR SUGGESTION BOX

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Pencil and paper Bulletin board Suggestion box Suggestion program Suggestion forms	Place bulletin boards and/or suggestion boxes in accessible areas Develop suggestion program Appoint a suggestion committee Training committee on program Establish meeting schedule Evaluate program	

DECISIONS	CUES	ERRORS
Determine placement of boards and/or boxes Determine content of program Determine frequency of meetings Determine make-up of committee	Need for effective communications Need for employee participation	Ineffective communications Poor morale Increased costs

(TASK STATEMENT) PROVIDE COMPANY BULLETING BOARD AND/OR SUGGESTION BOX

SCIENCE	MATH – NUMBER SYSTEMS
BEHAVIORAL SCIENCE: Exhibit capacity to listen openly and attentively (without bias) in this communication process Exhibit qualities of tact, poise, consideration, graciousness and imagination Conscious awareness of the need for a balance (both physical and mental) between tension and relaxation. Relates to: comfort, caution, safety, physical, emotional, and intellectual health Conscious awareness of physical expressions basic to peak physical performance: body rhythm, breathing coordinated with body movement, body balance and posture, movement from tension to relaxation and vice versa Conscious awareness of qualities basic to optimal mental performance: attention, observation, concentration, mental alertness, mental quietude, mental clarity, and organization	

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Reading	Written material	Speed/rate, comprehension, terminology
Speaking	Oral communications with employees	Terminology, diction, enunciation, clarity of expression, persuasion, usage

(TASK STATEMENT) ARRANGE MEETINGS BETWEEN MANAGEMENT AND UNION

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Paper and pencil Telephone Current labor agreement	Establish purpose of meeting Arrange time and place Prepare agenda Inform participants Evaluate results Conduct meeting	

DECISIONS	CUES	ERRORS
Decide on purpose of meeting Decide on time and place Determine content of agenda Decide who will participate Decide on criteria to use in evaluation	Labor - management relationship Ineffectiveness of communications	Ineffective communications Poor labor relations

(TASK STATEMENT) ARRANGE MEETINGS BETWEEN MANAGEMENT AND UNION

SCIENCE	MATH – NUMBER SYSTEMS
BEHAVIORAL SCIENCE: Maintain capacity to foster trust and cooperation Exhibit qualities of self-confidence, self-control, self reliance, self-respect, and adaptability Conscious awareness of the need for a balance (both physical and mental) between tension and relaxation. Relates to: comfort, caution, safety physical, emotional and intellectual health Conscious awareness of physical expressions basic to peak physical performance: body rhythm, breathing coordinated with body movement, body balance and posture, movement from tension to relaxation and vice versa Conscious awareness of qualities basic to optimal mental performance: attention, observation, concentration, mental alertness, mental quietude, mental clarity and organization	

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Reading	Understanding written results	Comprehension, speed
Writing	Note taking	Spelling, description, clarity of expression
Speaking	Discussing program	Terminology, appropriate diction, enunciation, clarity of expression
Listening	Receiving oral communications	Auditory discrimination, concentration, word definition, logic, note taking

Duty M Directing Manpower Planning and Forecasting Program

1 Obtain projections of company goals
2 Adjust manpower to meet needs of projected goals
3 Adjust wages and salary plans to meet needs of projected goals

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(TASK STATEMENT) OBTAIN PROJECTIONS OF COMPANY GOALS

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Sales forecast report Production forecast report New product forecast reports	Analyze sales forecast from sales and marketing personnel Analyze production forecast from production control and manufacturing personnel Analyze product forecast from engineering or research and development personnel	

DECISIONS	CUES	ERRORS
Decide if manpower adjustments are necessary Decide if training programs are necessary	Contents of forecast reports	Incorrect analysis of reports

(TASK STATEMENT) OBTAIN PROJECTIONS OF COMPANY GOALS

SCIENCE	MATH – NUMBER SYSTEMS
BEHAVIORAL SCIENCE: Conscious awareness of the need for a balance (both physical and mental) between tension and relaxation. Relates to: comfort, caution, safety, physical, emotional and intellectual health Conscious awareness of physical expressions basic to peak physical performance: body rhythm, breathing coordinated with body movement, body balance and posture, movement from tension to relaxation and vice versa Conscious awareness of qualities basic to optimal mental performance: attention, observation, concentration, mental alertness, mental quietude, mental clarity, and organization	Addition, subtraction, multiplication and division algorithms Order of operations, i.e., use of parentheses in simplifying arithmetic expressions

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Reading	Understanding written reports	Comprehension, detail, informational reports

(TASK STATEMENT) ADJUST MANPOWER TO MEET NEEDS OF PROJECTED GOALS

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Projection of company goal report	Retrain present employees Transfer employees within company Hire additional employees Terminate present employees	

DECISIONS	CUES	ERRORS
Determine procedures required to adjust manpower needs Determine time required for adjustments	Content of projection report	Ineffective personnel staff Poor performance Increased costs

(TASK STATEMENT) ADJUST MANPOWER TO MEET NEEDS OF PROJECTED GOALS

SCIENCE	MATH – NUMBER SYSTEMS
Exhibit capacity to ascertain personal qualities; to accurately reflect plant environment and job expectation; to listen openly and attentively (without bias) in this communication process; to engender clear statement of rationale; and to demonstrate the quality of tact Conscious awareness of the need for a balance (both physcial and mental) between .ension and relaxation. Relates to: comfort, caution, safety, physical, emotional, and intellectual health Conscious awareness of physical expressions basic to peak physical performance: body rhythm, breathing coordinated with body movement, body balance and posture, movement from tension to relaxation and vice versa Conscious awareness of qualities basic to optimal mental performance: attention, observation, concentration, mental alertness, mental quietude, mental clarity and organization	Fundamental Operations (calculations) Addition Subtraction Multiplication Division Order of operations, i.e. use of parentheses in simplifying arithmetic expressions

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Speaking	Oral communication with employees	Terminology, appropriate diction, clarity of expression, persuasions, logic, poise
Reading	Understanding written reports	Comprehension, detail, informational reports
Listening	Reviewing oral communications	Discriminate facts from non-fact.. recognize opinions, concentration

(TASK STATEMENT) ADJUST WAGE AND SALARY PLANS TO MEET NEEDS OF PROJECTED GOALS

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Projection of company goal report Wage and salary plans Job descriptions	Compare wage and salary plans and job descriptions with projected goals Make necessary adjustments	

DECISIONS	CUES	ERRORS
Decide if current plan is adequate to meet goals Decide what adjustments are required	Content of current wage and salary plan Content of goal projection report	Inadequate compensation program

(TASK STATEMENT) ADJUST WAGE AND SALARY PLANS TO MEET NEEDS OF PROJECT GOALS

SCIENCE	MATH – NUMBER SYSTEMS
BEHAVIORAL SCIENCE: Conscious awareness of the need for a balance (both physical and mental between tension and relaxation. Relates to: comfort, caution, safety, physical, emotional, and intellectual health Conscious awareness of physical expressions basic to peak physical performance: body hythm, breathing coordinated with body movement, body balance and posture, movement from tension to relaxation and vice versa Conscious awareness of qualities basic to optimal mental performance: attention, observation, concentration, mental alertness, mental quietude, mental clarity, and organization	Addition, subtraction, multiplication and division algorithms Order of operations, i.e., use of parentheses in simplifying arithmetic expressions

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Reading	Understanding written reports	Comprehension, detail/inference, proposals informational reports, definition, terminology

Duty N Representing the Company in Community Relations

1 Determine the extent of community participation
2 Evaluate results of community program

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(TASK STATEMENT) DETERMINE THE EXTENT OF COMMUNITY PARTICIPATION

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TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Directory of civic, service and charitable organizations Pencil and paper Enrollment forms Contribution forms	Determine area of participation Delegate responsibility Establish budget Establish time schedule	

DECISIONS	CUES	ERRORS
Extent of participation How much money to allocate Selection of organizations Selection of company participants	Community relation Time and cost involved	Poor public relations Excessive cost

(TASK STATEMENT) DETERMINE THE EXTENT OF COMMUNITY PARTICIPATION

SCIENCE	MATH – NUMBER SYSTEMS
BEHAVIORAL SCIENCE: Conscious awareness of the need for a balance (both physical and mental) between tension and relaxation. Relates to: comfort, caution, safety, physical, emotional, and intellectual health Conscious awareness of physical expressions basic to peak physical performance: body rhythm, breathing coordinated with body movement, body balance and posture, movement from tension to relaxation and vice versa Conscious awareness of qualities basic to optimal mental performance: attention, observation, concentration, mental alertness, mental quietude, mental clarity, and organization	

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Reading	Understanding written details	Comprehension

(TASK STATEMENT) EVALUATE RESULTS OF COMMUNITY PROGRAM

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
	Compare performance with comparable organizations Analyze program for effectiveness	

DECISIONS	CUES	ERRORS
Establish criteria for evaluation	Company image in community	Poor public relations

(TASK STATEMENT) EVALUATE RESULTS OF COMMUNITY PROGRAM

SCIENCE	MATH – NUMBER SYSTEMS
BEHAVIORAL SCIENCE: Conscious awarenss of the need for a balance (both physical and mental) between tension and relaxation. Relates to: comfort, caution, safety, physical, emotional, emotional, and intellectual health Conscious awareness of physical expressions basic to peak physical performance: body rhythm, breathing coordinated with body movement, body balance and posture, movement from tension to relaxation and vice versa Conscious awareness of qualities basic to optimal mental performance: attention, observation, concentration, mental alertness, mental quietude, mental clarity, and organization	

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS

Duty O Serving as Administrator of Medical Services

1 Plan medical program
2 Administer medical program

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(TASK STATEMENT) PLAN MEDICAL PROGRAM

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Past safety records	Establish medical program Establish procedures for medical care Arrange record - keeping procedures Determine responsibility of personnel	

DECISIONS	CUES	ERRORS
Establish incompany facilities or use community facilities Select procedures Decide on extent of program	Extent of possible health and safety hazards Availability of community medical services Number of employees Workman's compensation costs	Inadequate medical program Employee risk Excessive costs

(TASK STATEMENT) PLAN MEDICAL PROGRAM

SCIENCE	MATH – NUMBER SYSTEMS
BEHAVIORAL SCIENCE: Conscious awareness of the need for a balance (both physical and mental) between tension and relaxation. Relates to: comfort, caution, safety, physical, emotional, and intellectual health Conscious awareness of physical expressions basic to peak physical performance: body rhythm, breathing coordinated with body movement, body balance and posture, movement from tension to relaxation and vice versa Conscious awareness of qualities basic to optimal mental performance: attention, observation, concentration, mental alertness, mental quietude, mental clarity and organization	

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COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Writing	Note taking	Spelling, classification, description, clarity of expression

(TASK STATEMENT) ADMINISTER MEDICAL PROGRAM

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Medical program plan Medical supplies and/or equipment	Select facility Selct personnel Select equipment and supplies Outline rules and pro dures for medical care in compliance with existing laws Evaluate program	Improper use of supplies and/or equipment

DECISIONS	CUES	ERRORS
Select procedures Decide criteria evaluation Establish rules and procedures	Employees' welfare Compliance with laws	Inadequate medical program Employee risk Excessive cost

(TASK STATEMENT) ADMINISTER MEDICAL PROGRAM

SCIENCE	MATH – NUMBER SYSTEMS
BEHAVIORAL SCIENCE: Conscious awareness of the need for a balance (both physical and mental) between tension and relaxation. Relates to: comfort, caution, safety, physical, emotional and intellectual heatlh Conscious awareness of physical expressions basic to peak physical performance: body rhythm, breathing coordinated with body movement, body balance and posture, movement from tension to relaxation and vice versa Conscious awareness of qualities basic to optimal mental performance: attention, observation, concentration, mental alertness, mental quietude, mental clarity, and organization	Addition, subtraction, multiplication, and division algorithms Order of operations, i.e., use of parentheses in simplifying arithmetic expressions

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COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS

Duty P Advising Employees on Their Personal and Job Problems

1 Counsel employees
2 Evaluate counseling program

(TASK STATEMENT) COUNSEL EMPLOYEES

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Pencil and paper Telephone	Determine available social services and/or agencies in area Develop a program for employee counseling Establish availability of counselor and agencies Refer employees to applicable agencies as needed Follow-up employee progress Inform management if applicable	

DECISIONS	CUES	ERRORS
Decide proper agencies for employee referral Decide methods of counseling Determine employee's needs	Welfare of employee Availability of social services and agencies Type of problems	Poor employee morale Inefficiency Absenteeism Increased cost

(TASK STATEMENT) COUNSEL EMPLOYEES

SCIENCE	MATH – NUMBER SYSTEMS
BEHAVIORAL SCIENCE: Maintain capacity to foster trust, confidentiality, and cooperation Maintain capacity to generate integrity Demonstrate ability to listen, a feeling of sincerity, and set counselee at ease Exhibit qualities of tact, poise, consideration, graciousness Conscious awareness of the need for a balance (both physical and mental) between tension and relaxation. Relates to: comfort, caution, safety, physical, emotional, and intellectual health Conscious awareness of physical expressions basic to peak physical performance: body rhythm, breathing coordinated with body movement, body balance and posture, movement from tension to relaxation and v e versa Conscious awareness of qualities basic to optimal mental performance: attention, observation, concentration, mental alertness, mental quietude, mental clarity, and organization	

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Listening	Counseling employee	Discriminate facts from non-facts detection of progpaganda, recognize opinions, concentration, patience, refrain from interruptations
Viewing	Perceiving accurately	Visual analysis, memory, logic
Speaking	Delivering oral communication	Terminology, clarity of expression, gestures poise, facial expression, usage

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(TASK STATEMENT) EVALUATE COUNSELING PROGRAM

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Counseling program Paper and pencil Case histories	Establish criteria for evaluation Implement criteria Analyze results	

DECISIONS	CUES	ERRORS
Determine criteria to be used Implement procedures Decide method of analysis	Employees' adjustment	Poor employee morale Inefficiency Cost increase

(TASK STATEMENT) EVALUATE COUNSELING PROGRAM

SCIENCE	MATH – NUMBER SYSTEMS
Conscious awareness of the need for a balance (both physical and mental) between tension and relaxation. Relates to: comfort, caution, safety, physical, emotional, and intellectual health Conscious awareness of physical expressions basic to peak physical performance: body rhythm, breathing coordinated with body movement, body balance and posture, movement from tension to relaxation and vice versa Conscious awareness of qualities basic to optimal mental performance: attention, observation, concentration, mental alertness, mental quietude, mental clarity, and organization	

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Reading	Understanding written reports	Comprehension, informational reports, terminology, speed
Writing	Note taking	Spelling, description, clarity of expression

Duty Q Handling Problems Involving Discipline

1 Administer company policies
2 Evaluate results of discipline and counseling

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(TASK STATEMENT) ADMINISTER COMPANY POLICIES

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Statement of company policies and/or rules Labor contract Employees' handbook	Explain vital company rules and policies on initial interview Record all violations and disciplinary action taken and include in employees personal file Counsel habitual offenders Write termination notice if necessary Conduct exit interview	

DECISIONS	CUES	ERRORS
Select pertinent rules and policies Determine when to counsel Determine whether or not to terminate	Employee's behavior	Increase in cost Poor labor relations Poor employee morale

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(TASK STATEMENT) ADMINISTER COMPANY POLICIES

SCIENCE	MATH -- NUMBER SYSTEMS
Maintain capacity to foster trust and cooperation; to cope with conflict behavior; to reflect accurately plant environment and job expectations; to engender clear statement of rationale; to listen openly and attentively Exhibit qualities of tact, poise, and consideration Conscious awareness of the need for a balance (both physcial and mental) between tension and relaxation. Relates to: comfort, caution, safety, physical, emotional, and intellectual health Conscious awareness of physical expressions basic to peak physical performance: body rhythm, breathing coordinated with body movement, body balance and posture, movement from tension to relaxation and vice versa Conscious awareness of qualities basic to optimal mental performance: attention, observation, concentration, mental alertness, mental quietude mental clarity and organization	

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Listening	Communicate with employees	Discriminate facts from non-facts, recognize opinions, concentration, logic
Viewing	Perceive person accurately	Visual analysis
Speaking	Oral communication	Terminology, clarity of expression, poise

(TASK STATEMENT) EVALUATE RESULTS OF DISCIPLINE AND COUNSELING

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Employees' personal file	Establish criteria for evaluation Implement criteria Analyze results	

DECISIONS	CUES	ERRORS
Determine criteria to be used Implement procedures Decide method of analysis	Frequency of evaluations	Inappropriate criteria Misleading information Increase in costs

(TASK STATEMENT) EVALUATE RESULTS OF DISCIPLINE AND COUNSELING

SCIENCE	MATH – NUMBER SYSTEMS
BEHAVIORAL SCIENCE: Conscious awareness of the need for a balance (both physical and mental) between tension and relaxation. Relates to: comfort, caution, safety, physical, emotional, and intellectual health Conscious awareness of physical expressions basic to peak physical performance: body rhythm, breathing coordinated with body movement, body balance and posture, movement from tension to relaxation and vice versa Conscious awareness of qualities basic to optimal mental performance: attention, observation, concentration, mental alertness, mental quietude, mental clarity, and organization	

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Reading	Understanding written comments	Comprehension, detail, informational reports, terminology

Duty R Administering Employee Benefit Plans

1 Provide benefit information to employees

(TASK STATEMENT) PROVIDE BENEFIT INFORMATION TO EMPLOYEES

TOOLS, EQUIPMENT, MATERIALS, OBJECTS ACTED UPON	PERFORMANCE KNOWLEDGE	SAFETY – HAZARD
Employee handbooks or brochures	Explain benefit plans at time of hiring Provide employee with pertinent handbooks and brochures Provide counseling where needed Assist employees in completing necessary forms	
DECISIONS	**CUES**	**ERRORS**
Determine which benefits to explain	Eligibility of employees	Loss of benefits to employees

(TASK STATEMENT) PROVIDE BENEFIT INFORMATION TO EMPLOYEES

SCIENCE	MATH – NUMBER SYSTEMS
BEHAVIORAL SCIENCE: Maintain capacity to foster trust, cooperation and confidentiality Maintain capacity to generate integrity Conscious awareness of the need for a balance (both physical and mental) between tension and relaxation. Relates to: comfort, caution, safety, physical, emotional, and intellectual health Conscious awareness of physical expressions basic to peak physical performance: body rhythm, breathing coordinated with body movement, body balance and posture, movement from tension to relaxation and vice versa Conscious awareness of qualities basic to optimal mental performance: attention, observation, concentration, mental alertness, mental quietude, mental clarity, and organization	Addition, subtraction, multiplication, and division algorithms Order of operations, i.e., use of parehtheses in simplifying arithmetic expressions

COMMUNICATIONS

PERFORMANCE MODES	EXAMPLES	SKILLS/CONCEPTS
Speaking	Communicate orally	Terminology, enunciation, clarity of expression
Listening	Listening to employee	Concentration, note taking

GLOSSARY

Benefit Plans – Programs which directly serve employees, such as hospitalization, life insurance, retirement plans, stock options, profit sharing, etc.

Exit Interview – An interview conducted when an employee voluntarily terminates his/her employment with a company.

House Organ – A periodical published by a business firm for its employees.

Job Analysis – A critical evaluation of the operations, duties, and relationships of jobs. It is used in grading and evaluating jobs, and in establishing a wage and salary structure.

Job Description – A written record of the organizational relationships, responsibilities, and specific duties that constitute a given job or position. It defines responsibilities and work assignments that are sufficiently different from those of other jobs to warrent a specific title.

Labor Grievance – A complaint which has been formally presented, in writing, to a management representative or to a union official.

Labor Relations – Relations between management and unionized labor.

Personnel – Persons collectively in the employ of a business.

Trade Association – An association of business firms or merchants for the unified promotion of their common interests.